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UNFPA TECHNICAL SUPPORT SERVICES SYSTEM

Report of the Executive Director

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I. EXECUTIVE SUMMARY

1. This report that has been prepared in response to Executive Board decision 95/34, which requested the Executive Director to report annually, starting at the third regular session 1997, on the implementation and monitoring of the Fund's Technical Support Services (TSS) system. It concludes, among other things, that the Country Support Teams (CST) continue to contribute effectively to the implementation of population country programmes by applying an integrated and multidisciplinary approach to population issues. As requested in decision 95/34, UNFPA has assessed the appropriateness and effectiveness of the TSS specialist arrangement, through, *inter alia*, an external evaluation by independent consultants followed by extensive discussions with partner agencies and organizations. Based on the findings of that evaluation and subsequent discussions, UNFPA proposes to retain the TSS specialist functions, but to make a number of improvements to strengthen the role of the TSS specialists within the system.

2. To further improve the TSS system, UNFPA proposes certain modifications in the composition of the CSTs to address emerging population issues, especially in the area of reproductive health, and to meet increasing requests for technical assistance in the Africa region as well as in the region for Arab States and Europe. In total, UNFPA suggests increasing the number of CST adviser posts from 128 to 130. In proposing the retaining of TSS specialist posts, UNFPA has together with the partners further streamlined the functions for those posts to focus on multi-disciplinary backstopping to the CSTs and to improve the advocacy work of the TSS specialists within their respective agencies and organizations. Since UNFPA considers that only 27 TSS specialist posts can be accommodated at this time due to limited resources, the Fund proposes to sharpen the substantive focus of the posts to continue building on the respective comparative strengths of each partner agency and organization in the field of population. These proposals are contained in paragraphs 23-31 of this report. To improve coordination and contacts between the parties of the system, the report elaborates on how the Fund will work to strengthen TSS coordination that is provided by UNFPA headquarters.

3. The elements for a possible Executive Board decision are contained in paragraph 34 of this report.

II. INTRODUCTION

4. This report is prepared in response to Executive Board decision 95/34, which requested the Executive Director to report annually on the implementation and monitoring of the Fund's Technical Support Services (TSS) system starting at the third regular session 1997. The decision also requested the Executive Director to provide details on the progress achieved in changing the coordinator posts at the United Nations regional commissions and at the regional offices of the World Health

Organization (WHO) to specialist posts. It also requested an assessment of the appropriateness and effectiveness of the TSS specialist posts at the headquarters of partner agencies, at the United Nations and the regional commissions, as well as at the regional offices of WHO. Further, the decision requested the Executive Director to provide details of measures taken to strengthen the teamwork between TSS specialists and UNFPA Country Support Teams (CSTs) and to strengthen the advocacy function of TSS specialists. Accordingly, this report concentrates on progress made and constraints encountered in implementing the TSS system since decision 95/34 and proposes a number of changes to strengthen it.

5. In preparing this report, UNFPA has drawn on its own experiences and those of its partner agencies and organizations in implementing the TSS system. It takes into consideration the results of an external evaluation of the TSS specialist posts, which was initiated by UNFPA and was carried out by independent consultants, and the discussions on that evaluation that were conducted with the partner agencies and organizations. This report has also benefited from extensive in-house consultations among the various divisions at UNFPA headquarters as well as with members of the CSTs. At the Inter-Agency Task Force (IATF) meeting on the TSS system, held 19-22 May 1997, UNFPA and its partners conducted extensive discussions on how to further improve the system. The conclusions from that meeting are also reflected in this report.

6. In decision 95/34, the Executive Board approved the continuation of the TSS system for the period 1996-1999 with a total number of 171 expert posts and authorized the Executive Director to commit an amount of $107 million to implement it. This interim report concludes that the TSS system has performed satisfactorily overall since its inception in 1992, especially in providing timely and effective technical assistance to countries in support of national capacity-building. The report proposes a number of improvements in the system during the remaining period (1998-1999), both in the CSTs and at the agency headquarters. In order to build on the comparative advantages of the various partners in implementing the Programme of Action of the International Conference on Population and Development (ICPD) through the TSS system, UNFPA proposes to retain the TSS specialist functions but to make certain changes to strengthen the TSS specialists' technical backstopping to the CSTs and their advocacy work within their respective United Nations agencies and organizations.

III. IMPLEMENTATION ISSUES

7. The TSS system was established in 1992 to replace the previous arrangements of providing technical assistance for UNFPA programmes through advisers based in the United Nations agencies. The TSS system established a partnership among UNFPA and the United Nations agencies and organizations that work in the area of population, as well as with certain non-governmental organizations (NGOs). It was designed to be an evolving and flexible arrangement that responds to

country needs. The TSS system is a three-tier arrangement: the first are national experts recruited for the UNFPA-supported country programme; the second are technical advisers assigned to the eight CSTs covering the various regions of the world; the third are the TSS specialists who are posted in the headquarters or regional offices of the UNFPA's partner agencies and organizations. The three levels are designed to work together to improve the availability to countries of technical knowledge, analysis and research for use in population programmes; to accelerate the achievement of national self-reliance through the use and development of national and regional expertise; to ensure an integrated and coordinated multidisciplinary approach to population programmes; and to ensure interaction between research and analysis and operational activities.

8. The system was designed so that if national expertise is not available, the CST advisers or, occasionally, TSS specialists are asked to provide the requested technical assistance. Resort to international expertise outside the TSS system is made only if none of the three levels are able to supply the needed technical assistance. The roles and functions of the UNFPA Representatives, CST advisers and TSS specialists have been clarified and streamlined since the TSS system was initiated in 1992 and the above sequence of utilizing technical expertise is now functioning. The revised TSS guidelines fully reflect the adjustments made since the system was initiated and, together with UNFPA's forthcoming revised programme guidelines, provide the overall context in which the parties of the TSS system operate.

9. The TSS system, especially the CSTs, has been very well received by Governments, and it is regarded as a very good mechanism for timely response to the technical backstopping needs of national population programmes with the aim at building national capacity as stressed by General Assembly resolutions 47/199 and 50/120. As the TSS system has evolved, the CSTs have become more and more involved in activities that effectively contribute to national capacity-building. The strength of the CSTs has been their ability to apply a multidisciplinary approach in providing technical assistance on population issues. The presence in the CST offices of experts from different backgrounds, organizational affiliations and areas of expertise has enabled the CST advisers to draw on each others' knowledge and experience. This multidisciplinary approach reflects the growing consensus about the holistic nature of population issues and contributes to improved development and implementation of UNFPA-supported country programmes, which involve many sectors and parties.

Functioning of CSTs

10. The CSTs provide technical assistance in UNFPA's three core programme areas as well as in such cross-cutting sectors as gender, population and development; and information, education and communication (IEC). One of the ways in which this assistance is provided is by country missions undertaken by the CST advisers. In the beginning years of the system, it was deemed necessary for

the advisers to respond quickly to country requests and to establish contacts with government officials and others to demonstrate the usefulness of the new system. Many of the country missions involved providing technical backstopping for UNFPA-supported projects. The emphasis has now shifted to encouraging the use of national expertise for those kinds of activities and to utilizing the CST advisers for country-level interventions at strategic stages of the programme cycle, such as the mid-term review and the programme review and strategy development (PRSD) exercises. The number of such missions has increased over the past few years. For example, the percentage of such missions carried out by the CST in Santiago, Chile, increased from around 6 per cent in 1993 to well over 50 per cent in 1996. In addition to country missions, the CST advisers also share their technical expertise by organizing and participating in training activities in countries as well as in the CST offices.

11. Executive Board decision 95/34 noted that the heavy workload of some staff of the CSTs was a concern. UNFPA has concluded that the CST advisers continue to spend a considerable amount of time outside the host country and that this has reduced their opportunities for advancing their substantive knowledge and for undertaking other necessary tasks, including analysing lessons learned and developing innovative strategies for technical assistance. In addition, the social burdens for the advisers and their families caused by too much time spent outside the host country are considerable. The number of requests for technical assistance continues to be very high, especially for the teams in Africa and the one in the Arab States and Europe region. This is exacerbated by the difficulties in identifying qualified bilingual advisers to fill vacant posts in those CSTs, resulting in more demands on the incumbent advisers. The heavy workload is also partly explained by the lack of clear guidance in the past on which CST functions should have priority.

12. To address the above situation, UNFPA has concluded that an adviser should not spend more than 40-50 per cent of her or his time on country missions. If the number of requests exceed what a CST can respond to under these guidelines, a clear set of priorities has been established. The first priority is in providing technical assistance at those strategic stages of UNFPA's programme cycle, such as the PRSD exercises and mid-term reviews, that require inputs of a multidisciplinary nature. In evaluating requests from programme countries, those requests emanating from category "A" countries, as established by Executive Board decision 96/15, are given priority attention. In order to assist in capacity-building, the CST advisers may participate in training activities at the national and regional levels.

13. The composition of the eight CSTs has been kept flexible enough to meet requests for changing technical assistance in programme countries. The composition of a CST is based on, *inter alia*, the level of self-reliance of the countries in the region or subregion; the mixture of expertise needed to promote a balanced and integrated multidisciplinary approach to population; the nature and magnitude of emerging population issues; and specific regional or subregional needs. The structure

and composition of each of the CSTs is, therefore, different. For example, in order to provide technical assistance tailored to the special needs in the Caribbean countries, UNFPA has found it useful to base two adviser posts from the CST in Santiago in a sub-team in Trinidad and Tobago. The positive experience with that arrangement contributed to UNFPA's decision in 1996 to post three of the advisers from the CST in Kathmandu, Nepal, to Almaty, Kazakstan, to meet the needs of Azerbaijan, the Central Asian republics and Kazakstan for technical services in reproductive health and in population and development strategies. The location of the sub-team also facilitates the travel of the advisers to those countries.

14. Every six months, the UNFPA Representative develops a Technical Backstopping Plan (TBP) in collaboration with the Government, national institutions, and other United Nations agencies and organizations represented in the country that indicates the need for technical assistance and the possibilities of meeting them with national expertise. Initially, the extensive work required to assess and compile the needs for technical assistance at the country level meant that the TBPs were often sent late to the concerned CST, making it more difficult for the team to meet the requests and to plan its work. However, the institution of regular meetings between UNFPA Representatives and the CSTs have contributed to an improvement in recent past years, resulting in a better planning process and, in turn, more timely provision of technical assistance. These meetings also provide opportunities to exchange experience and to analyse lessons learned in order to make recommendations on how to further improve the country programmes as well as to identify gaps in national self-reliance.

TSS specialist posts

15. In response to Executive Board decision 95/34, UNFPA mounted an external evaluation by independent consultants to assess the appropriateness and effectiveness of the specialist posts of the TSS system. The evaluators were requested to examine, *inter alia*, the measures taken to strengthen the teamwork between the TSS specialists and the CSTs as well as the advocacy function in support of population and reproductive health issues that the TSS specialists are carrying out inside each of the agencies and organizations in which they are posted.

16. The evaluation concluded that although there have been improvements in the TSS specialist arrangement at the headquarters and regional levels, overall it is not functioning in a satisfactory manner and many of the problems noted by the 1994 independent evaluation are still evident. Although a number of actions have been taken to improve the interaction between the CSTs and TSS specialists, both demand as well as utilization of the specialists by the CSTs remain low. This is partly because the agencies have not done enough to publicize their TSS units vis-à-vis the CSTs and partly because of a continuing lack of clarity about the role and functions of the TSS specialists and units, especially in regard to technical backstopping. This situation has been exacerbated by the limited overall coordination and management of this layer of the TSS system by UNFPA. With respect to

advocacy, the evaluation concluded that the TSS specialists operating in the regional offices of WHO and regional commissions have been more effective than those posted at the headquarters level. At this latter level, the advocacy work had been *ad hoc:* although there had been some successes in assisting specific organizational units to integrate population into their programmes, it was not apparent that the agencies have incorporated population into their work planning processes in a systematic way.

17. There have been efforts to increase the interaction between CST advisers and TSS specialists in order to reinforce their effectiveness. One successful initiative to strengthen contacts among CST advisers and TSS specialists was the arrangement of five thematic workshops in 1996 and 1997 on adolescent reproductive health; integration of the treatment and prevention of reproductive tract infections (RTIs), including sexually transmitted diseases (STDs) and HIV/AIDS, into reproductive health services; quality-of-care issues; gender; and population indicators. The workshops successfully brought together TSS specialists and CST advisers with different specializations and from various regions, resulting in a holistic discussion on the various themes and useful interaction among the participants. These positive results need to be pursued and further reinforced.

18. The evaluation noted that TSS specialists comprise a number of disparate and loosely connected groups at agency headquarters in Geneva, Paris, Rome and New York; the regional offices of WHO; and the United Nations regional commissions. The services and products of these specialists are not really subject to any one authority for planning and management. As a result, it is difficult to ensure coordination, and accountability is fragmented. In recommending the retention of the TSS specialist posts, the evaluation proposed that a number of organizational changes be made and certain actions be taken including, *inter alia*, redefining the functions of the specialists and improving the work planning and communication between the specialists and the CSTs. The recommended option was to amalgamate the TSS specialist posts located in the headquarters of the various agencies and organizations into a single integrated, multidisciplinary TSS team similar to the successful CST formula, while retaining small "liaison units" in the agencies themselves to continue to carry out advocacy work and to seek out opportunities for joint collaboration. In addition, it was recommended that UNFPA work out a formal agreement with each participating agency and organization to define the expectations of each side with respect to the functions of the TSS system, the advocacy that would be conducted and the technical support that would be provided by the specialists and, more widely, by other parts of the agency or organization as well. The agreement would also specify the expectations of both parties in terms of results.

19. The participating agencies responded negatively to the recommendation to form a single multidisciplinary TSS team at the headquarters level believing that that would undermine a collaborative multi-agency response to the ICPD Programme of Action. They also expressed concern that such an approach would unduly emphasize operational strategies while diluting normative inputs.

With respect to advocacy work, each agency indicated that it must work within its specific mandate and could thus integrate population concerns only when appropriate, rather than as a thematic issue in its overall strategy or programme. It was also pointed out that UNFPA had not delineated the expected results of the TSS specialists' advocacy function. Similarly, in regard to technical backstopping, the agencies underscored that neither the CSTs nor UNFPA had clearly articulated their needs and expectations. The reactions to the proposed bilateral agreements between UNFPA and the agencies were mixed and will be further discussed with the agencies.

20. At the IATF meeting on the TSS system that was held in May 1997, the members further discussed the recommendations of the evaluation report and arrived at a number of conclusions on how to improve the system. During the IATF meeting it became clear that the evaluation on the TSS specialists had triggered extensive discussion within and between the parties of the system and that has resulted in a better understanding of the role of the United Nations agencies and organizations and UNFPA in implementing a multidisciplinary United Nations system to carry out the ICPD Programme of Action. As a conclusion, the IATF meeting did not endorse the evaluators' recommended option to relocate TSS specialists to an integrated TSS team, since such an arrangement would reduce the partners' participation in the TSS system and would weaken their possibilities for integrating population aspects into their respective regular work programmes. Therefore, the IATF recommended a solution in line with the evaluators' option to maintain the current arrangement but to identify ways to improve it.

IV. PROPOSALS FOR STRENGTHENING THE TSS SYSTEM

21. The distribution of TSS specialist and CST adviser posts between regions and agency headquarters and the substantive focus of the posts as approved in Executive Board decision 95/34 are shown in table 1 (see page 13). As discussed at the third regular session of the Executive Board in 1995, UNIFEM is now participating in the TSS system to strengthen gender aspects in technical backstopping at the country level as well as to the CSTs. Thus far, UNIFEM has taken over the responsibility for seven CST adviser posts in addition to one TSS specialist post that was transferred from the United Nations to UNIFEM in 1996. As the TSS population specialist post in the United Nations Department for Policy Coordination and Sustainable Development was no longer required, it was discontinued in 1996.

22. In addressing the concerns raised in decision 95/34 regarding the adequacy of the CSTs, especially in Africa, UNFPA proposes to strengthen the CSTs by increasing the total number of CST adviser posts from 128 to 130. The Fund proposes to retain the TSS specialists, but, taking into account lower income expectations for the Fund over the next two years, UNFPA considers that only 27 such posts can be accommodated at this time. Should the financial situation improve, the number of posts would be revisited within the current approved arrangements. Thus, the total number of TSS

and CST posts that UNFPA proposes to accommodate is 157. Decision 95/34 also stressed that the skills and experience of the staff in the CSTs should contribute effectively to national efforts to attain those goals of the ICPD Programme of Action that fall within the Fund's mandate and for which it has responsibility, especially in relation to reproductive health. As a response to that, UNFPA will revise a number of job descriptions to better meet emerging needs in the area of reproductive health and related sectors. Under the proposed reconfiguration, the percentage of posts in reproductive health and gender, population and development would increase. (These proposals are laid out in table 2 of this report.)

CST adviser posts

23. Africa. The number of requests for technical assistance continues to be high for the three CSTs located in Addis Ababa, Ethiopia; Dakar, Senegal; and Harare, Zimbabwe. To further strengthen the capacity of the CSTs to respond to those requests, UNFPA proposes to increase the number of advisers for the three teams from 56 to 60. The increase by 4 posts aims at meeting current deficiencies in gender, population and development; sociocultural research; and logistics systems. In addition, UNFPA proposes to redefine some of the current posts to better reflect the demands in the area of reproductive health, especially in terms of IEC.

24. Arab States and Europe. The demands for technical assistance in the region for Arab States and Europe continues to be high. To better meet the needs in the area of reproductive health services, especially in the countries of central and eastern Europe and in the Commonwealth of Independent States, the Fund proposes to add one CST adviser post in the area of reproductive health. The number of CST posts in this region would, therefore, increase from 18 to 19.

25. Asia and the Pacific. In recognition of the relatively greater national capacity available in the Asia and Pacific region, the Fund proposes to decrease the total number of CST posts from 37 to 34. This also reflects the fact that as the compositions of the CSTs in Bangkok, Thailand; Kathmandu, Nepal; and Suva, Fiji, have evolved to complement one another, the teams have been able to rely on each other for mutual assistance. Because of changing needs, UNFPA also proposes to revise job descriptions for some posts to further focus on areas such as training in reproductive health; programme design, development and evaluation; adolescent reproductive health and education; sociocultural and operations research; population advocacy; and gender and reproductive health.

26. Latin America and the Caribbean. UNFPA has concluded that the current composition of the CST in Santiago, Chile, adequately reflects the foreseen demands for technical services in the region. Consequently, the Fund proposes to maintain the number of posts in the region at 17 but to make minor amendments in some of the job descriptions towards greater focus on reproductive health services.

TSS specialist posts

27. As recommended by the evaluators, the functions of the TSS specialists have been further streamlined to focus on technical backstopping to the CSTs and on carrying out advocacy work within the respective United Nations agencies and organizations. The revised functions emphasize that the main thrust of all activities undertaken by the TSS specialists are aimed at contributing to national capacity-building and self-reliance by furnishing support to the CSTs. The TSS specialists will provide both multidisciplinary and integrated technical backstopping to the CSTs by building on the comparative strength of each partner agency and organization, collaborating with other TSS specialists in the agency or organization, as well as with other TSS specialists in other United Nations agencies and organizations and responding to the expressed needs of the CSTs.

28. UNFPA believes that it is possible to provide multidisciplinary backstopping to the CSTs without any significant financial burden. These efforts would aim at improving the contacts among TSS specialists and the CSTs by encouraging the TSS specialists to, *inter alia*, establish inter-agency working groups; prepare joint technical papers; gather, evaluate and disseminate tools, materials, innovative approaches and guidance notes, applying an inter-regional approach; and participate in relevant internal CST seminars. The TSS specialists would also be encouraged to jointly analyse various CST reports using a global perspective to synthesize and analyse past experience and lessons learned in providing technical assistance at the country level. Regarding the advocacy function, the IATF meeting in May 1997 once again urged that the TSS specialists should be more pro-active in advocating for population issues within their respective United Nations agencies and organizations at the country, regional and headquarters levels. By doing so, the specialists should, among other things, organize in-house seminars; participate as resource persons in relevant agency workshops, meetings and conferences; and prepare working papers on population issues in the context of the ICPD Programme of Action. They should also link with other technical divisions of their agencies in support of UNFPA country programmes.

29. Since only 18 TSS specialist posts at headquarters level can be accommodated at this time as a result of limited resources, UNFPA proposes to sharpen the substantive focus of the supported posts within the context of the respective mandates of the United Nations agencies and organizations and of the ICPD Programme of Action to support the CSTs in priority areas. The specialist posts at the Food and Agriculture Organization of the United Nations (FAO) would focus on population and the environment; gender, population and development; and sociocultural research. At the International Labour Organisation (ILO), the posts would cover population and socio-economic policies; population and poverty; and IEC. The specialist posts at the United Nations Educational, Scientific and Cultural Organization (UNESCO) would focus on population education, both formal and non-formal; and youth and adolescents, including sociocultural research. At WHO headquarters in Geneva, the posts would include development and management of reproductive health

programmes, including closely associated IEC; reproductive health training; and gender and adolescent concerns. The specialist posts at the United Nations Statistical Division would cover population census and survey methodologies; sampling; and population information systems. At the United Nations Population Division, the TSS specialist posts would be in the areas of population and socio-economic policies; and the causes and consequences of population trends and variables. Finally, the focus of the post at UNIFEM would remain in gender, population and development. For some agencies the number of posts is less than the current number of incumbents. In those cases, UNFPA will explore with the concerned agency ways of temporarily accommodating the incumbents within the TSS system or elsewhere. (See table 2 for the proposed distribution of TSS specialist posts.)

30. As recommended by the evaluation report, UNFPA proposes to retain one TSS specialist post each at the Economic Commission for Africa (ECA), the Economic and Social Commission for Asia and the Pacific (ESCAP) and the Economic and Social Commission for Western Asia (ESCWA) since their advocacy work has proven to be effective in integrating population aspects into the regular work programmes of the regional commissions and in helping to guide their follow-up to the ICPD.

31. The evaluation report concluded that the incumbent TSS specialist posts in the regional offices of WHO have spent much of their time backstopping WHO-executed projects supported by UNFPA in the respective regions, and in that sense their functions have been similar to those of a CST adviser. Moreover, the evaluation report noted that the filled TSS specialists posts are well integrated in the functions of the regional offices and receive considerable support from the concerned regional offices. Therefore, UNFPA proposes to continue supporting one TSS specialist post at each regional office of WHO, but to further evolve the posts to provide greater assistance for UNFPA-supported population programmes and to continue to encourage advocacy on reproductive health issues in the respective offices. By maintaining those posts, UNFPA also wishes to strengthen the contacts between the regional offices of WHO and the CSTs by encouraging further exchange of region-specific information on reproductive health issues.

Coordination of the TSS system

32. The evaluation pointed out that UNFPA had not successfully fulfilled its role as overall coordinator of the TSS system to effectively include the TSS specialists in the system and to strengthen the interaction among them. To improve coordination and contacts between the layers of the system, including facilitating the provision of multidisciplinary backstopping to the CSTs, the Fund will work to strengthen TSS coordination that is provided by UNFPA headquarters. The aim would be to improve the overall coordination of the TSS system, especially its technical aspects; the work planning process; and the interaction among TSS specialists and CST advisers. In-house liaison among the concerned UNFPA divisions should also be improved to ensure effective and efficient

implementation of the system. These new arrangements within UNFPA will be closely monitored and regularly reviewed for further adjustments as required.

V. CONCLUSION

33. After extensive review with United Nations agencies and organizations, UNFPA has concluded that the TSS system, as refined over the years since its inception, is effective and efficient in providing technical assistance at the country level to advance population programmes and to support national capacity-building. It has strengthened the collaboration between UNFPA and its partner agencies and organizations in implementing the ICPD Programme of Action, building on one another's comparative advantages. In order to strengthen the TSS system even further, the Fund is proposing modifications designed at improving dialogue between the TSS specialists and the CST advisers and strengthening contacts between the various parts of the system. Certain modifications in the composition of the CSTs and of the TSS specialist posts are also being proposed in order to align specializations with changing country needs.

VI. ELEMENTS FOR A DECISION

34. The Executive Board may wish to:

(a) Take note of the report on UNFPA's TSS system as contained in document DP/FPA/1997/16;

(b) Endorse the proposals for reconfiguring the CST adviser posts as contained in paragraphs 23-26 of this report;

(c) Endorse the proposals for modifications of the TSS specialist posts in United Nations agencies and organizations as contained in paragraphs 27-31 of this report;

(d) Request the Executive Director to monitor the functioning of the TSS system and to make further recommendations for strengthening it at the expiry of the current authorization in 1999.

Table 1
TSS/CST Experts, by Sector as approved in decision 95/34

Sector	Country Support Teams					Agency Headquarters						Regional Offices			TOTAL
	Africa	Arab States & Europe	Asia & the Pacific	Latin America & the Caribbean	Sub-Total	FAO	ILO	UNESCO	UN	WHO	Sub-Total	UN Regional Commission	WHO	Sub-Total	
Reproductive Health	31	10	21	9	71		2	4		4	10		6	6	87
Gender, Population & Development	3	2	3	2	10	1	1			1	3				13
Population & Development Strategies	16	4	7	3	30	3	3	1	12*		19	3		3	52
Advocacy	3	1	3	2	9	2					2				11
Directors	3	1	3	1	8										8
TOTAL	56	18	37	17	128	6	6	5	12	5	34	3	6	9	171

* 1 post discontinued in 1996; 1 post transferred to UNIFEM in 1996

Table 2
Proposed TSS/CST Experts, by Sector

Sector	Country Support Teams					Agency Headquarters							Regional Offices			TOTAL
	Africa	Arab States & Europe	Asia & the Pacific	Latin America & the Caribbean	Sub-Total	FAO	ILO	UNESCO	UN	UNIFEM	WHO	Sub-Total	UN Regional Commissions	WHO	Sub-Total	
Reproductive Health	33	11	19	9	72		1	3			2	6		6	6	84
Gender, Population & Development	5	2	3	2	12	1				1	1	3				15
Population & Development Strategies	16	4	7	3	30	2	2		5			9	3		3	42
Advocacy	3	1	2	2	8											8
Directors	3	1	3	1	8											8
TOTAL	60	19	34	17	130	3	3	3	5	1	3	18	3	6	9	157